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SENIOR STAFF MEETING

AGENDA

Director's Conference Room
Second Floor
Administration Building

MONDAY, 9 MARCH 1956

✓ Separation for me & society -
✓ Meeting with President's Board of Consultants

Dulles
MR. DULLES

New Building

COLONEL WHITE

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STAFF CONFERENCE

Minutes of Meeting Held in Director's
Conference Room, 214 Administration Building
Monday, 9 April 1956

Mr. Dulles Presiding

General C. P. Cabell, Deputy Director
Robert Amory, Deputy Director of Intelligence
Frank Wisner, Deputy Director of Plans
Col. Lawrence K. White, Deputy Director of Support
Lyman Kirkpatrick, Inspector General
Harrison G. Reynolds, Director of Personnel

[redacted] for Director of Training

[redacted], Director of Communications

[redacted] Executive Assistant to the Director

[redacted], Assistant to the Director

[redacted] Assistant to the Director

[redacted] Assistant to the Director

Col. Stanley J. Grogan, Assistant to the Director

[redacted] for Special Support Assist. to the Dep. Dir for Support

[redacted], Assist. Director for Central Reference

[redacted] for Chief, FE Division

[redacted], Chief, Planning and Program Coord. Staff

[redacted] Chief, Western European Division

John Bross, Chief, EE Division

[redacted] for Assistant Director for Operations

[redacted] Director of Security

[redacted] Assist. Director for Basic Intelligence

[redacted] for Auditor-in Chief

[redacted] for Director of Logistics

[redacted] Chief, Technical Services Staff

[redacted] Chief, Near East and Africa Division

Dr. Otto Guthe, Assist. Director for Research and Reports

Richard Helms, Chief of Operations, DD/P

Lawrence Houston, General Counsel

Dr. Sherman Kent, Assist. Director for National Estimates

Col. J. C. King, Chief, Western Hemisphere Division

[redacted] Chief, Soviet Russia Division

Cord Meyer, Chief, [redacted]

[redacted] Management Officer

[redacted] Legislative Counsel

[redacted] Chief, Southeast Europe Division

Edward R. Saunders, Comptroller

[redacted] for Assist. Director for Scientific Intelligence

Huntington Sheldon, Assist. Director for Current Intelligence

[redacted] Chief, Foreign Intelligence Staff

Dr. John Tietjen, Chief, Medical Staff

[redacted] r, Office of DD/I

Walter Pforzheimer, Special Assist. to DD/I

Gen. L. K. Truscott, Special Assist. to the Director

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1. IMPROVING THE CALIBER OF AGENCY PERSONNEL

Mr. Dulles indicated that one of the subjects discussed at some length with the President's Board of Consultants last week was the personnel requirements of the Agency from a qualitative standpoint. He stated that there is no room in the Agency for mediocrity. The sooner we get rid of those who do not measure up to the high standards necessary, the better off we will be. He emphasized that efficiency reports must express the true views of the rater. He said that the Director is in a poor position to exercise his powers to separate personnel when efficiency ratings do not support him. Concerning the recruitment of the best qualified personnel, he indicated that he would take the matter of compensation for Agency employees up with the Congress if present methods do not produce the desired results.

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[redacted] agreed that Agency supervisors should be required to rate their subordinates honestly.

General Cabell stated that it was important to place in the employees personnel folder written indications or "Flags" when supervisors first begin to doubt an employee's capabilities rather than to wait until his performance is such that it is necessary to give him an unsatisfactory rating and initiate action for his removal. He indicated that the Agency Employment Review Board is an available mechanism whereby the performance of substandard employees may be reviewed and appropriate action taken. He emphasized also that most supervisors do not seem to understand their responsibilities in regard to their employees. Supervisors should know that matters of substandard performance should be first taken up through normal channels of supervision.

Mr. Reynolds stated that it was his opinion that action was needed to provide for an accelerated retirement program as an enticement for the recruitment and retention of the best qualified personnel for hazardous duty. In this connection, Mr. Dulles indicated that it was his understanding that the Bureau of the Budget had rejected a previous Agency request on this subject. Col. White confirmed this and said that the Career Council had decided not to push this matter this year because of the previous firm rejection the Agency had received on it and the fact that we had other matters of greater urgency that we wanted to stress.

Mr. Houston mentioned that the Employment Review Board was not established as a substitute for good supervision. Rather, the Board is intended to assist supervisors in resolving problem cases that cannot be handled in the normal chain of command.

Mr. Kirkpatrick provided the following suggestions concerning

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the manner in which substandard employees should be handled:
(a) Review the employee's personnel folder to check efficiency ratings and ascertain whether the employee was informed of the content of efficiency ratings. (b) The immediate supervisor of the employee should call him in and tell him that he is not up to the CIA standards required and wherein he is deficient. (c) The supervisor should put in writing the fact that the performance of the employee is not up to standard and wherein it is deficient.
(d) If, after the preceding steps, the employee's performance does not improve satisfactorily, he should be given a written 90 day notice in which he is advised of the fact that if his performance does not improve, he will be separated. (e) Every effort should be made to assure that all normal supervisory channels are exhausted before the Inspector General is consulted regarding a problem case. The IG always inquires as to whether the matter has been explored through supervisory channels before he takes action.

2. THE PRESIDENT'S BOARD OF CONSULTANTS

Mr. Dulles indicated that the President's Board of Consultants had spent the entire day of 2 April in the Agency and that he had subsequently been with them for dinner the evening of 5 April and was with them in the morning of 6 April. He said that he was impressed with the high caliber of all Board members and the knowledgeability of four or five of them, with whom we have previously had contact. He also felt that the two or three members who are not so knowledgeable will catch up quickly. He said that he felt the Board had departed with a very definite impression of the vastness of the problem and have a strong desire to define their tasks so that they can make a contribution. He said that he felt the Board definitely wanted to be constructive rather than to take us to task for misdemeanors.

Mr. Kirkpatrick reviewed the names and personal backgrounds of the members of the Board and told of the briefings they received in the Agency, the Department of Defense, NSA, Bureau of the Budget, Office of Defense Mobilization and others during the week they were in Washington. He said that Board members asked 77 questions, concentrating on the caliber of personnel in the Agency, inter-agency collaboration and coordination on intelligence matters, the extent to which our activities are self-engendered or are directed from authorized external sources, and whether the Agency duplicates with its own facilities any training that is provided by other departments and agencies. He said that the Board members appeared to be satisfied with the answers that they received. Apparently, there is still a question as to the manner in which the Board will operate in the future. As instructed by the President, the Board must meet at least once every six months. Although no date has been set for the next meeting, it probably will be before the end of May. Mr. Kirkpatrick indicated that a procedure has been established in the Board whereby any comments or criticisms received by the Board will be forwarded to this Agency

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for comment before they are acted upon by the Board.

Mr. Wisner said that some of the questions of Board members had critical overtones but that he was particularly impressed and pleased with the fact that the Board members did not consider this to be an inquisition and that they are here to "assist in taking the load off our backs". Those in the know concerning Agency operations in the past were highly complimentary of our progress and mentioned specific contributions that have been made by the Agency.

Mr. Dulles requested that all comments and questions pertaining to the President's Board of Consultants be forwarded to Mr. Kirkpatrick.

3. THE MANSFIELD RESOLUTION

Mr. Dulles indicated that the proposal by the Senate to establish a watchdog committee for the Agency is likely to come up before the Senate for vote this week. He asked that all Agency personnel avoid comment and acrimonious discussion either inside or outside the Agency.

4. THE NEW HEADQUARTERS BUILDING

Mr. Dulles indicated that we have been having recent discussions with the contractors for architectural work on the new building and that it looked as though our plans would be in shape to go before the Congressional Committee next month.

Col. White indicated that the initial delays seemed to be overcome at this point, that a contract has been agreed upon regarding the architectural work to be performed, and that all that remains is to obtain signatures on the contract. He stated that we were now shooting for 15 May to get the material before the Congressional Committee and that we should move ahead much faster now.

Mr. Dulles said that we are now considering a six floor, wing type building and he described some of the advantages thereof.

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6. CONFERENCE PROTOCOL

General Cabell announced that it should be established as standard procedure at all levels in the Agency that employees attending high level external conferences with persons senior to them will not brief others either inside or outside the Agency concerning the matters discussed in such conferences unless the senior officer who was present concurs in this action. He said that it would be well for the junior member to prepare a memorandum for record and check it out with the senior member prior to any disclosures.

The meeting adjourned at 11:40 hours.

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